



## Evaluation of Athletes Achievement Development Program Bank Jatim Surabaya Women's Volleyball

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### ABSTRACT

*This study aims to get a complete picture of achievement development at the Surabaya Bank Jatim club, analyzing the pattern of development and coaching of the volleyball sports training model that has been carried out, and analyzing the results of volleyball sports achievements achieved by athletes and clubs. The evaluation model used is the Context, Input, Process, Product (CIPP) evaluation. Research subjects were obtained purposively which included administrators, coaches and athletes. The data collection techniques used in this research are 1. Observation, 2. Interview, 3. Documentation Study, 4. Questionnaire and Questionnaire. The data collection process is also carried out online to help speed up the process of analyzing research results obtained due to the situation and conditions of the Covid-19 pandemic. The results refer to aspects of context, input, process, and product. the CIPP methodology produces achievement parameters, namely 2 out of 16 athletes enter national training, 5 of them take part in Puslatda, and become the defending Livoli champion. The results of the coaching evaluation recommend increasing the involvement of sports science such as periodic tests on measuring physical condition, bringing in nutritionists, adding special physical trainers, having measures and physiotherapists for athletes who are experiencing injuries or post-injury care, as well as adding several rooms both laboratories and fitness rooms.*

**Keywords:** *Evaluation; Athlete Achievement Development Program; Volleyball.*

### INTRODUCTION

Evaluation of athlete development programs in sports is an important thing to do (Hidayat et al., 2022). The benefits received from the existence of a coaching evaluation program are being able to provide the best solutions in determining good programs related to program development, nurseries and even getting achievements (Hartanto & Sudijandoko, 2020). The development of sports science has become a momentum to get achievement coaching programs both in terms of coaching experience and science. The collaboration of coaching experience with sports scientific knowledge can provide

maximum results. Fundamental problems arise when there are "old-fashioned" coaches who still train based on experience, even though this could be detrimental to the athletes being coached. The impact that athletes receive from these problems is the emergence of acute and chronic injuries because the training programs given are sometimes excessive and the performance of athletes fluctuates because they are not based on the correct evaluation of program development. (Irmansyah, 2017; Joko Priono, 2018). The next problem is regarding the support of those who fund the implementation of training including training infrastructure to the costs of athletes' needs. This was proven in Makorohim's research (2016) which shows the results that the training support infrastructure is inadequate so player coaching funds are not available.

Surabaya Bank Jatim is one of the volleyball coaching clubs that has long been providing superior athletes at both city and international levels. The achievements of this coaching process gave 5 players who entered the East Java PON Pelatda and 2 players who entered the Seagames National Training Center. This proves that the volleyball coaching process at the club is running late. The success of turning coached athletes into professional players was not a smooth process, because several players had to be sent home due to injuries and decreased performance. This becomes an annual evaluation for the coaching staff and becomes repeated material the following year. The reality in the field as a result of the researchers' observations is that there is no team for physical recovery and consistent evaluation of the physical performance of players. Injured players are sometimes not asked and or don't dare to be honest with the coaching staff, so the injury recovery process is not optimal.

This research was conducted to provide recommendations on the problems experienced by the Surabaya Bank Jatim club through the evaluation of the CIPP method (context, input, process, and product). The CIPP evaluation provides a clear path to developing training programs for athletes with the parameters of whether the training program and training results are running as planned (Warju, 2016; Wijaya et al., 2018). Research by Sudijandoko and Hariandes (2016) shows that the CIPP evaluation model can provide good regeneration for the Surabaya U-16 volleyball team in facing the volleyball provincial championship. The advantage of having an evaluation process in the coaching program is the formation of player performance data so that the coaching team knows the abilities and deficiencies of the players in the team to be given the necessary training program (Utomo, 2021).

After outlining some of the scientific reviews above regarding the importance of the

evaluation program in coaching athletes, it is necessary to do research related to the evaluation program at the Surabaya Bank Jatim Club. This is done so that scientific research recommendations are produced to provide the best performance for the club. In addition, collaboration between stakeholders, especially in sports science, can improve the club's achievements by minimizing all the risks of coaching that occur.

## METHOD

This study uses the CIPP evaluation model approach (context, input, process, and product) with a descriptive method. The results of the research can describe the programs that have been carried out by optimally maintaining high-level performance. 9 samples were selected from coaches, management, and athletes through a purposive technique. Data collection techniques through observation, interviews, documentation, and questionnaires. The CIPP model questionnaire instrument uses a questionnaire developed by Sulistyarto (2016) in a dissertation entitled "Evaluation of sports development in the city of Surabaya READY GRAAK towards Porprov Madiun.

## RESULTS AND DISCUSSION

Data collection was obtained from 9 samples with the characteristics of 3 trainers, 2 managers, and 4 athletes. Next, a questionnaire was taken from the CIPP model.

### Context

#### a. Athlete context

Viewed from the context aspect of performance data and company support related to the Surabaya Bank Jatim women's volleyball athlete development program, where this data was obtained from the results of research conducted by the author aimed at athletes based on their perceptions, it can be presented in the following figure:

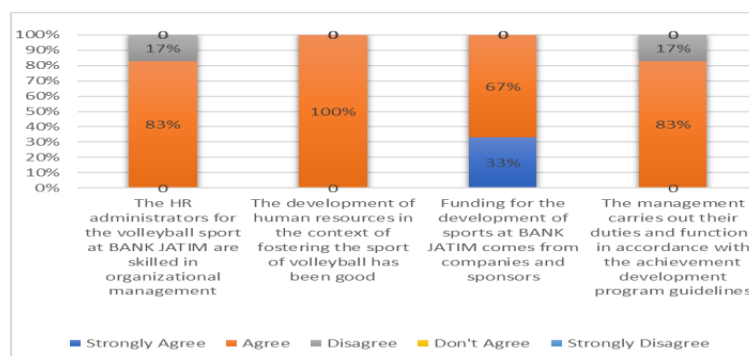


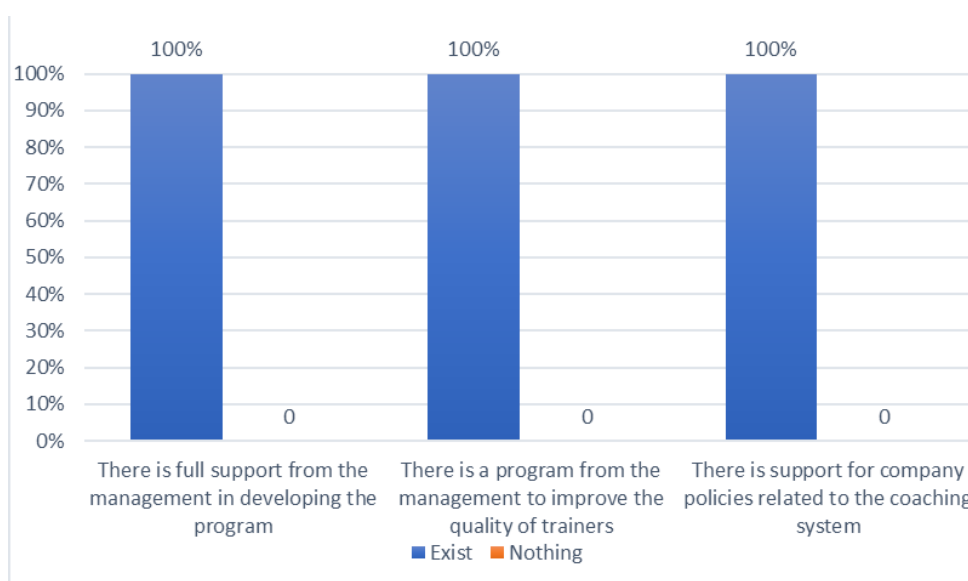
Figure 1.

Company performance and support related to athlete development programs

Figure 1 shows that the management of the Surabaya Bank Jatim volleyball club is serious about coaching achievements. This is evident from several athletes' statements which revealed that 83% of them gave the response "strongly agree" if the management human resources are highly skilled in organizational management, and 17% of them thought "disagree". As for human resource development in the framework of coaching volleyball branches, in general, they "agreed" with a percentage of 100%. For achievement development funding, 33% of them "strongly agree" and 67% "agree" if the funding comes from companies and related sponsors. For aspects of carrying out their duties and functions, 83% of them "agree" and 17% "disagree".

b. Trainer Context

In terms of the context aspect, in terms of management support data and coach performance related to the achievement development of Surabaya Bank Jatim women's volleyball athletes, presented in the following figure:

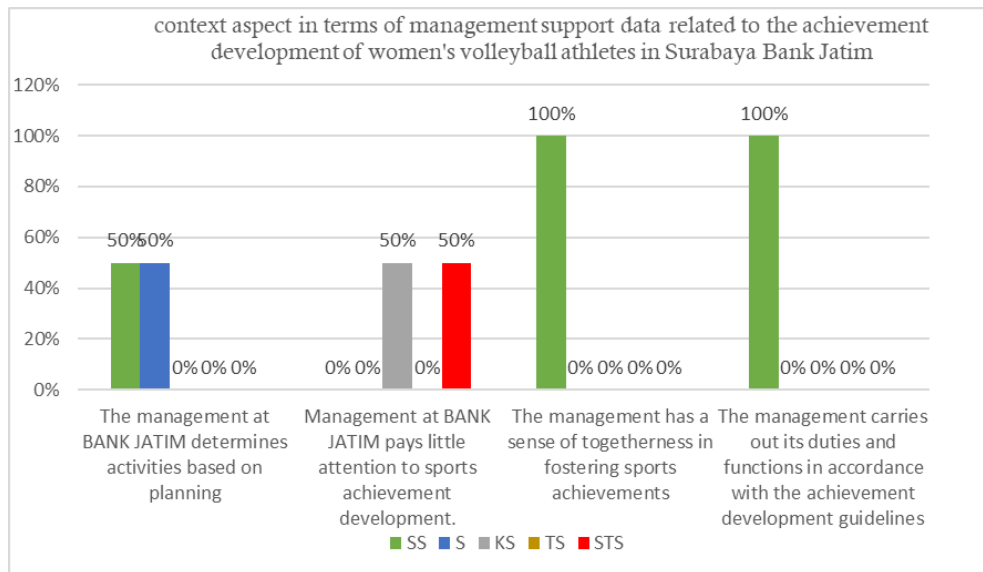


**Figure 2.**  
 Management support data and trainer performance

Figure 2 shows that the management provides very full support regarding the volleyball athlete coaching system at Bank Jatim. The management provides an increase in the quality of trainers in the development of training programs through a trainer training program.

c. Context Manager

In terms of the context aspect of the management support data related to the achievement development of Surabaya Bank Jatim women's volleyball athletes, it is presented in the following figure:



**Figure 3.**

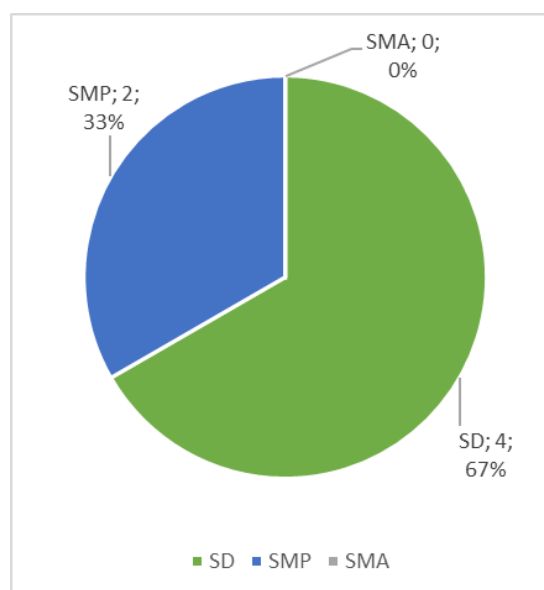
The context aspect is reviewed from the management support data related to the achievement development of athletes Surabaya Bank Jatim

Figure 3 shows that the management support in the volleyball training program is very good. Of the 4 statements given, almost 100% agreed and strongly agreed. This shows that the administrators carry out their duties, functions and guidelines in terms of coaching athletes.

## Input

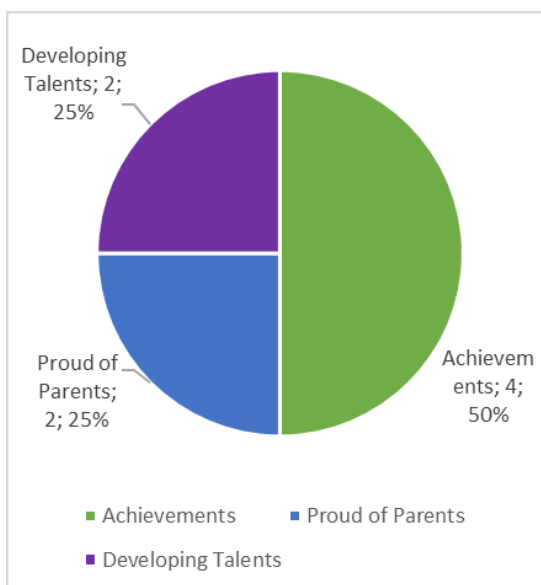
### a. Athlete Input

The results of the research data on the HR of women's volleyball athletes in Surabaya Bank Jatim can be presented as follows:



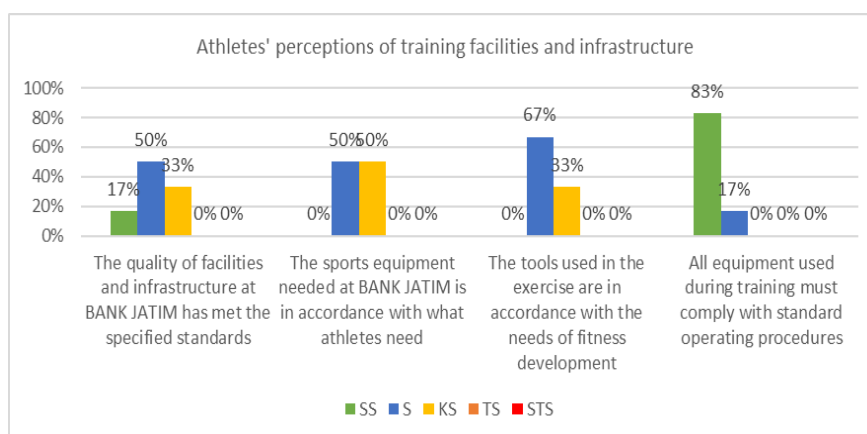
**Figure 4.**

Get to know volleyball and start practising



**Figure 5.**  
 Motivation and Goals of Athletes in pursuing volleyball

Figures 4 and 5 show when they got to know and practice volleyball and their goals for practice. 67% have practised since elementary school and the rest started in junior high school. 50% of them want to excel and the rest want to develop their talents to make their parents proud.

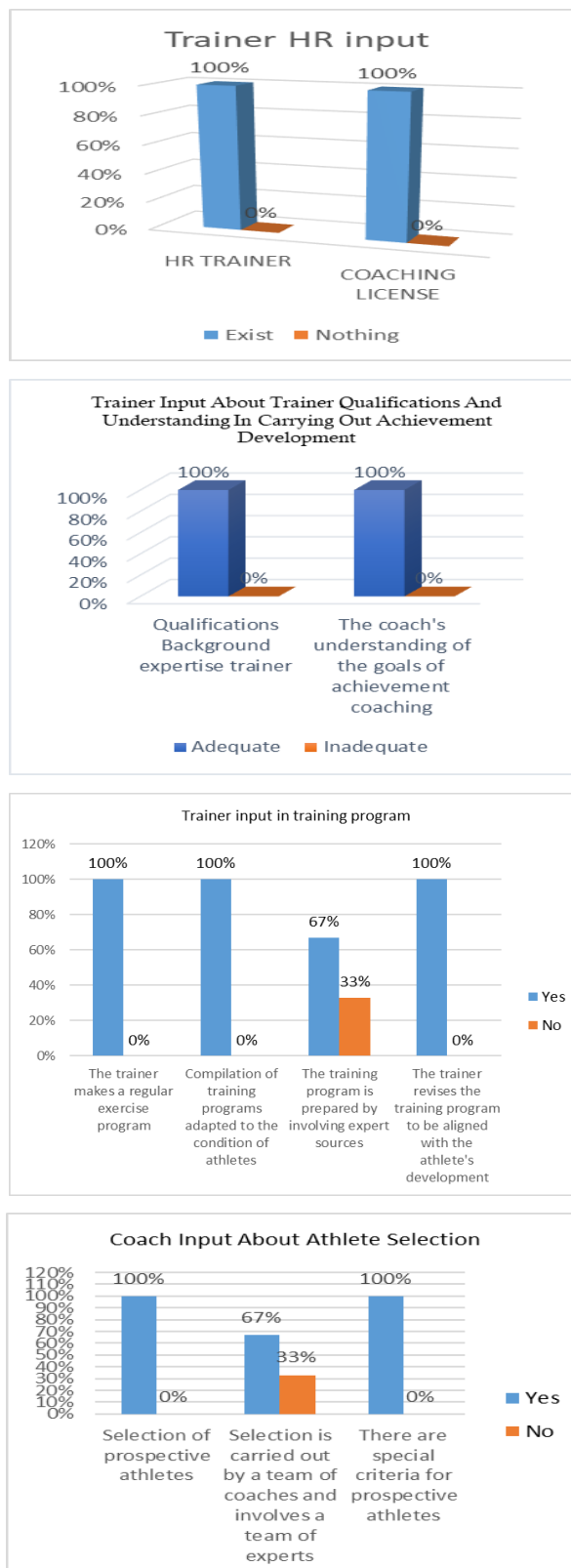


**Figure 6.**  
 Athletes' Perceptions of training support facilities and Infrastructure

Figure 6 shows that some athletes pay attention to the infrastructure that does not meet training standards and athletes' needs. Some disagreeing statements reached more than 33%. This shows that training support infrastructure needs to be improved again.

b. The Trainer Input

The results of the research data on the HR of the Surabaya women's volleyball coach at Bank Jatim can be presented as follows:

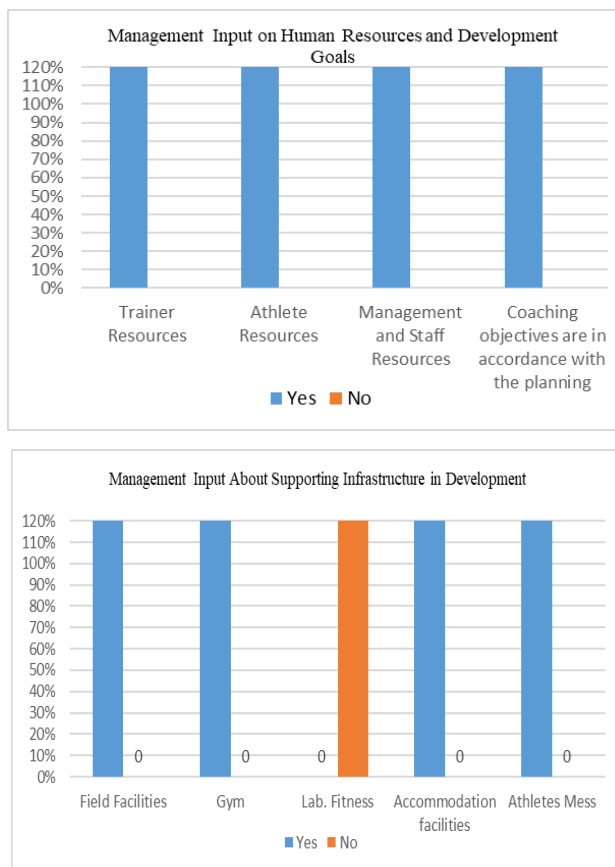


**Figure 7.**  
 Input is reviewed by the Trainer

Figure 7 shows that the coach has a good volleyball coaching license in terms of coaching achievement athletes, including making training programs to selecting athlete seeds.

c. Management Input

The results of the input evaluation data from the management are presented in the following diagram:



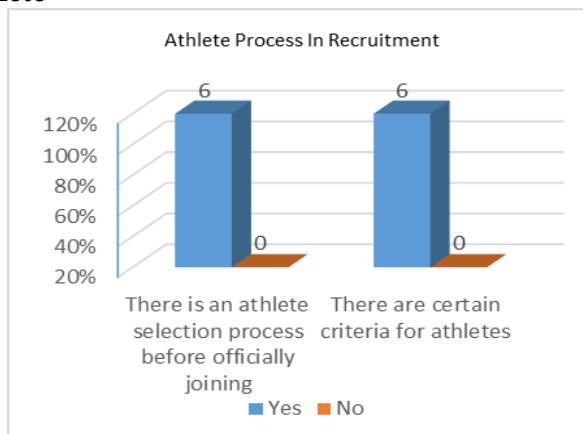
**Figure 8.**

Management input regarding coaching objectives and infrastructure

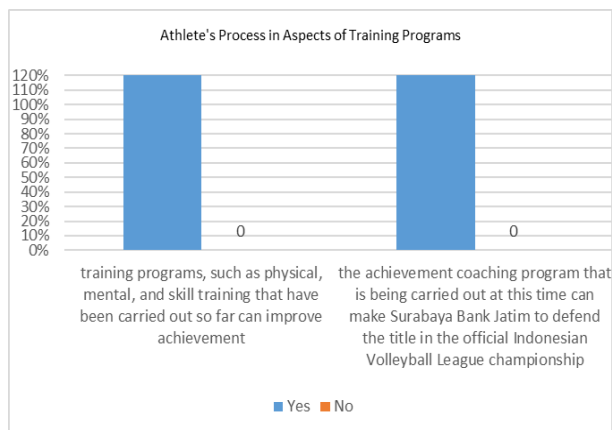
Figure 8 shows that the management fully supports the policies of athletes and coaches in terms of coaching objectives to the fulfilment of training infrastructure.

**Process**

a. Process of athlete







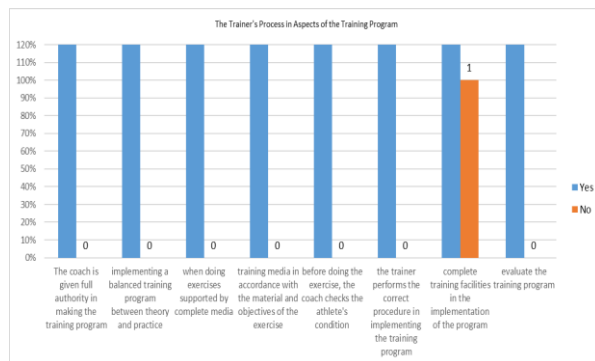
**Figure 9.**

Evaluation of the athlete's process in recruitment and coaching

Figure 9 shows that the athlete recruitment process is going according to the coach's plan. Furthermore, the process of training is also following the training program provided.

b. Process of coach

The trainer's process evaluation is presented in the following diagram:



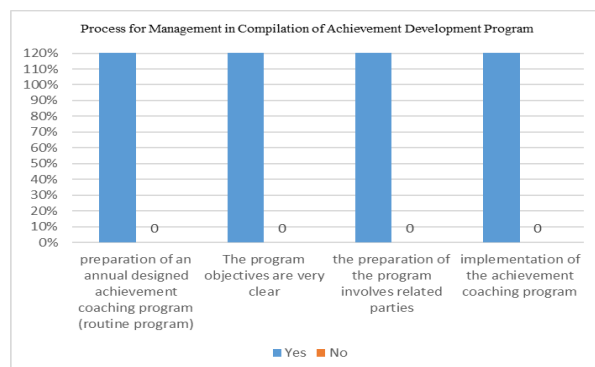
**Figure 10**

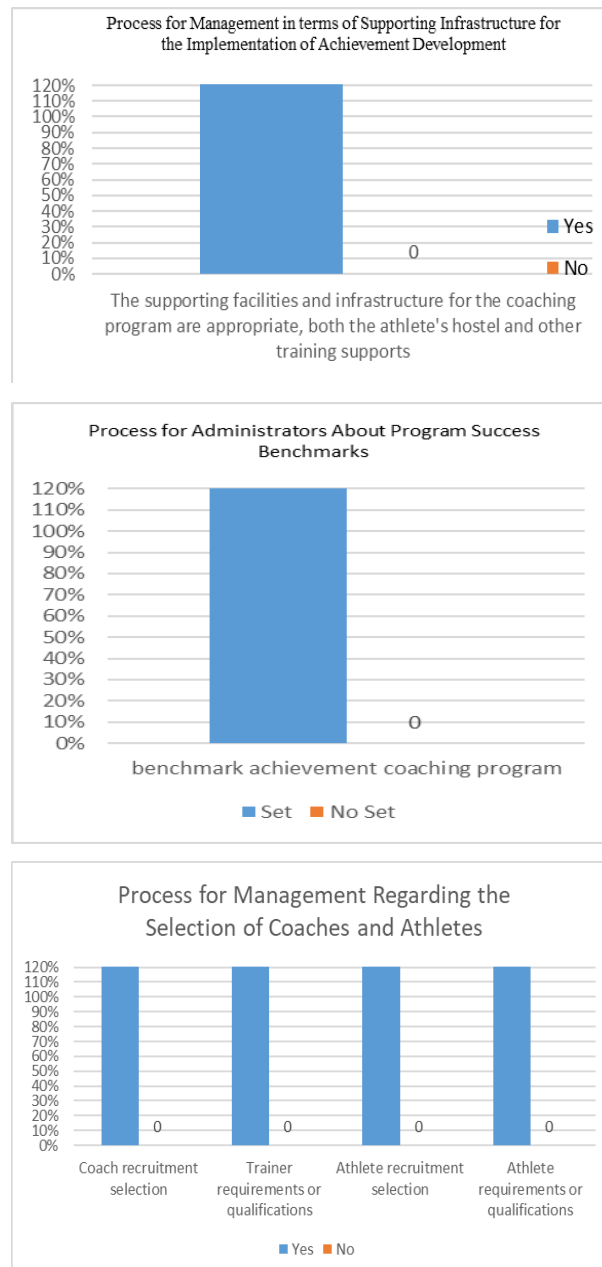
Evaluation coach process.

Figure 10 shows that the training carried out the training program that has been made according to the plan, the training media until there is an evaluation after the training.

c. Process Management

Evaluation of the management process is presented in the following diagram:





**Figure 11.**  
 Evaluation of the process of the management

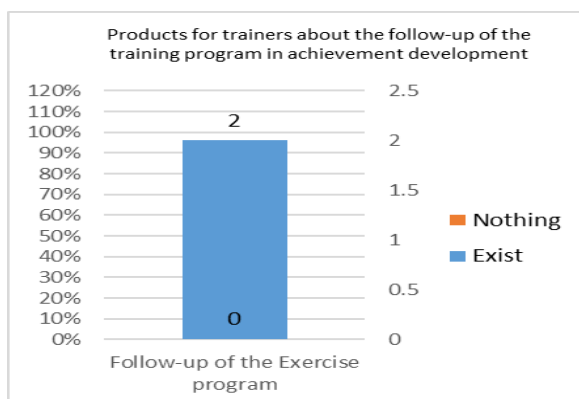
Figure 11 shows that the process evaluation of administrators includes involvement in preparing training programs, meeting infrastructure needs, determining development benchmarks, and the process of selecting athletes and coaches.

### Product

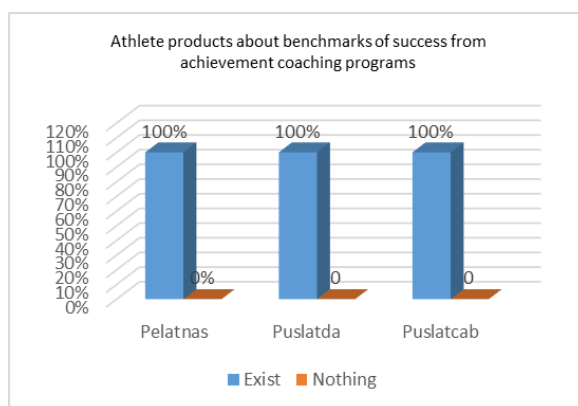
Product evaluation in athletes, coaches and administrators is presented in the following diagram:



**Figure 12.**  
 Management product evaluation



**Figure 13.**  
 Trainer products evaluation



**Figure 14.**  
 Athlete product evaluation

Figures 12, 13, and 14 show that the results of the linkages between the components of a good administrator and trainer will produce athletes who excel at the district, provincial and national levels. This linkage includes a coaching program launched by the board, followed by a coach training program, and the existence of benchmarks for athlete success.

## Discussion

### Context

In the context aspect, the results of the study show that institutions or companies provide full support for the Surabaya Bank Jatim women's volleyball athlete achievement development program. Support is provided in the form of policy and financial support. The role of institutions in this context aspect is following the opinion of Brown et al (2018) that the sports management aspect requires financial resources, material resources, human resources, and the attitude and mentality of the actors. So it can be said that without a good support or support system for each planned aspect, the objectives of the program cannot run properly and the results will be far from the target. As said by Hidayat et al (2022) that there are 4 dimensions of leadership and achievement management in sports, namely vision, operations, personnel, and culture.

In the visual dimension, in this dimension, the management develops a vision to prepare coaches and athletes in facing the championships that will be faced, because the target of the management is also to introduce the company through volleyball achievements. In this case, it can be proven by the results of research on plans that have been made and developed and the results are as follows: shown in Figure 2 regarding context in terms of data on management support and trainer performance, it is noted that 100% of administrators provide full support to trainers to develop coaching programs. Provide programs for quality improvement to coaches, and provide support for policies related to the implementation of athlete achievement development programs (Pakaya et al., 2012).

As for the operational dimension, the management provides support in the form of financial management, both funding assistance and procurement of equipment, coaching structures, and holding championships regularly, including the movement of athletes in which there must be consequences or links with the previous club so that the administration of the club and athletes can be orderly (Linda. A, 2013). For the cultural dimension, the management of the Surabaya Bank Jatim volleyball club always provides support to all coaching staff and athletes in developing science and technology regarding coaching and other programs with the aim that athletes can perform even better. Finally regarding the personnel dimension, the management pays more attention to all coaching staff and athletes by paying attention to the progress of athletes or coaches with the same goal, namely achievement in volleyball (Gorfu & Hundito, 2022; Lidor & Ziv, 2010).

## Input

In the input aspect regarding the Surabaya Bank Jatim women's volleyball athlete achievement development program, there is good cooperation between administrators, coaches and athletes. The management gives confidence to the coach in developing the program, both in the selection of athletes and the development of training programs that have been made (Shchepotina & Zakharchuk, 2022). In carrying out the selection of athletes, administrators and coaches jointly discuss to determine the appropriate criteria so that coaching can run well and meet targets, usually by determining a minimum posture for prospective athletes, good human resources in the form of personality, high motivation and responsibility and minimum achievement (Silva et al., 2014; Taştan, 2021). From the data regarding athlete input, we can review that 67% of the athletes recruited started training from elementary school, and 33% of them started from junior high school. Meanwhile, from the results of research on athlete motivation, it was found that 50% were motivated to develop achievements, 25% developed talent and 25% wanted to make their parents proud. For input from trainers, in general, the trainers at Surabaya Bank Jatim have qualified as trainers and are supported by having a license as a trainer.

As for the infrastructure at the Bank Jatim volleyball club, it can be said that it is following the SOP (standard operating system), where there is a place to live (mess) for athletes, there is a field for proper practice, adequate training equipment and other facilities as support. According to the author, with the current state of the facilities, there are still deficiencies that must be added. It's just that from the results of the research conducted that the Bank Jatim volleyball club does not yet have an adequate sports laboratory to support the potential of its athletes, there is no nutritionist, and there is no physiotherapy or measures available for handling injured athletes, but in this case, Bank Jatim cooperates with several experts physiotherapists and measures from outsiders.

## Process

In the process of implementing the training program, the trainer is given full authority in developing the program. In practice, it is also following theory and practice in the field. The coach also always checks the athlete's condition both before and after training to reduce the risk of injury. Coach innovation in implementing the program is also very much needed for developing the potential of athletes and always evaluating training programs and athlete progress (Alisman et al., 2022).

Athletes' perceptions show satisfaction with the program provided by the coach and

they think that what they get can improve their skills. The role of the management, in this case, is to monitor the running of the program being implemented and measure and evaluate whether the program is running smoothly or not. The management also always pays attention to the condition of several training-supporting facilities and infrastructure (Knoblochova et al., 2021). The weakness of this coaching program process is that some athletes have never done a physical test in a sports science laboratory to find out more about their athlete's potential.

### **Product**

On the product aspect, in general, the program planning with the results obtained is satisfactory or good (Lardika et al., 2021; Novitasari et al., 2019). With the follow-up of the planned program to the results seen at this time, both athletes and coaches have made very significant progress. Reflecting on the results of the championships that were participated in at the club level, Bank Jatim promises uphill progress. This is evidenced by the improvement in rankings in the last 5 years. As for the participation of senior athletes, they are also able to be an encouragement for their younger siblings both during training and matches.

From the results of the study, it was also found that several junior athletes on the Bank Jatim team had been able to show their achievements. 2 junior athletes from Bank Jatim have been able to enter the Pelatnas for the Indonesian senior women's volleyball team, namely Megawati Hangesti and Ajeng Viona Adele. The two of them were also included in the strong team of the East Java PON women with their four colleagues, namely Meidita Fika, Hadura Almas, and Indah Guretno. Apart from athletes, one of the coaches from Bank Jatim is also included in the ranks of East Java PON coaches, namely Labib.

This year, of course, Bank Jatim also has a mission to bring out its young athletes on the Indonesian volleyball scene. Apart from that, Bank Jatim continues to include several of its senior athletes to strengthen its team in the Main Division Indonesian Volleyball League championship so that the targets set by the management can be achieved.

### **CONCLUSIONS AND SUGGESTIONS**

Evaluation of the CIPP model on the context element has good results, the input element has a very satisfactory value, the process element has a satisfactory value, and the product element has a good value. The linkages of coaching components in the aspects of administrators, coaches, and athletes must be intertwined to create a good coaching

program. In addition, the aspect of supporting facilities is another important element in supporting the training program provided by athletes. The rehabilitation aspect of athlete injuries is an important aspect that needs to be considered by administrators and coaches so that athletes avoid chronic injuries.

The recommendation from the research results is that there is a need for sports technology industry collaboration which includes sports technology in terms of measurement, evaluation, and even rehabilitation. So that the training staff needs to be added with the competence of trainers in performance measurement tests, physical trainers, masseurs, and physiotherapists.

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